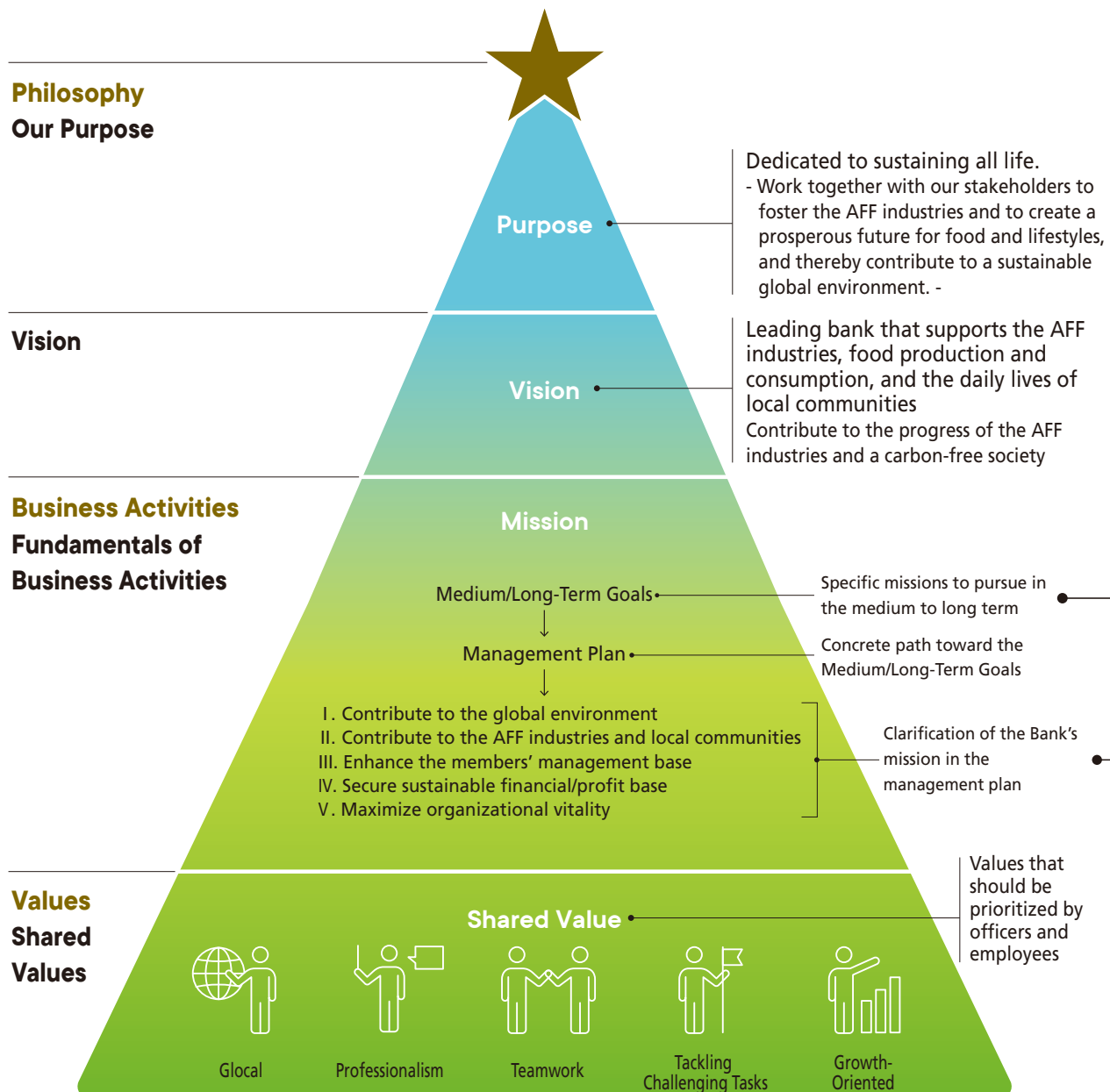


The Norinchukin Bank's Vision

To enhance our organizational ability to solve problems amid ongoing change, we believe it is necessary to have a culture that encourages ourselves to share the Bank's philosophy, recognize and actively pursue our own roles. Therefore, the Bank defined its Purpose (what contributions the Bank should make toward a sustainable environment and the society of the future) and its Vision (what the Bank should do to achieve its purpose).

To materialize the Vision, the Bank set the Medium/Long-Term Goals and the Management Plan. It also defined the Shared Values that its officers and employees should prioritize as a foundation for business activities.

Pursuing daily business activities based on the Shared Values will lead to achieving the Medium/Long-Term Goals and the Management Plan, which will then lead us to our Vision and fulfill our Purpose.

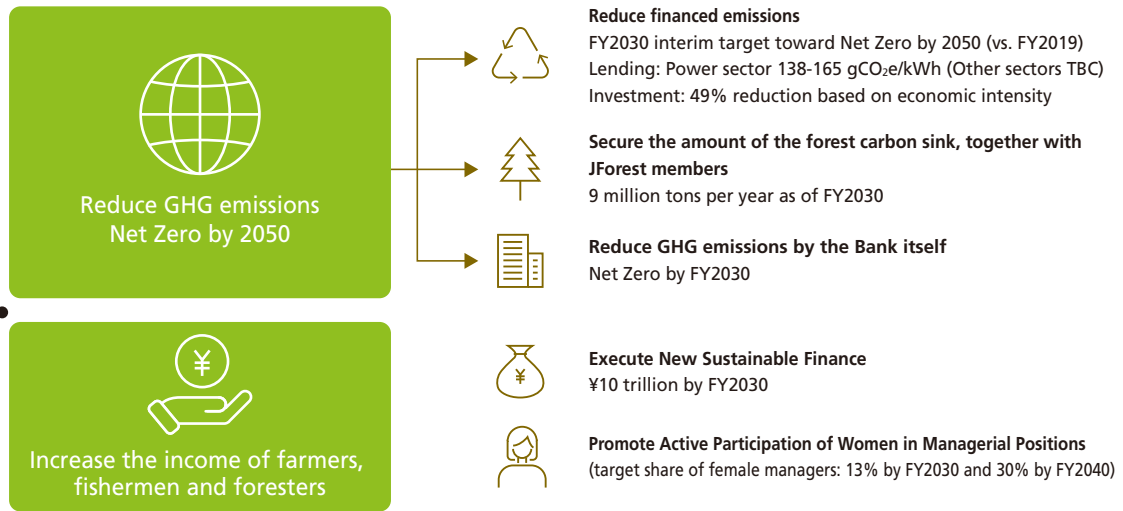


Stakeholders:
Members (JA, JF and JForest)/individual cooperative members (i.e., people working in the AFF industries); our clients (deposit and savings, loans) including AFF-related companies; local communities; business partners in the Bank's entire operation including financial institutions, market participants and contractors; governments and municipalities; and employees

The Norinchukin Bank's Medium/Long-Term Goals

To realize the Purpose and Vision of The Norinchukin Bank, we have set the Medium/Long-Term Goals, working to reduce GHG emissions by the Bank itself and financed emissions, as well as increase the income of farmers, fishermen and foresters (see pages 17–18).

In March 2023, we updated the Medium/Long-Term Goals in consideration of domestic and international trends and the progress of our efforts up to that point, committing to achieve Net Zero by 2050. Toward the realization of a decarbonized society, we have set FY2030 interim targets under “reduce GHG emissions Net Zero by 2050.”



Five Management Fields

To accomplish the aforementioned Medium/Long-Term Goals, the Bank set five Management Fields in the Management Plan to promote its respective business activities. The following pages describe the five management fields and the major initiatives under each field.

Management Fields	Major Initiatives
1 Contribute to the Global Environment	<ul style="list-style-type: none"> ▶ Initiatives for achieving the Medium/Long-Term Goals P.17-18 ▶ Case studies of Our Food and Agriculture BusinessP.27 ▶ Investment Business P.33 ▶ Non-financial Highlights P.40
2 Contribute to the AFF Industries and Local Communities	<ul style="list-style-type: none"> ▶ Initiatives for achieving the Medium/Long-Term Goals P.18 ▶ Food and Agriculture Business VOICE P.26 ▶ Case studies of Our Food and Agriculture Business P.27-28 ▶ JA Bank and JF Marine Bank's initiatives P.29-30 and 32 ▶ JA Bank's agriculture-related loans, etc. P.31
3 Enhance the Members' Management Base	<ul style="list-style-type: none"> ▶ JA Bank by numbersP.29 ▶ Retail Business VOICE P.30
4 Secure Sustainable Financial/Profit Base	<ul style="list-style-type: none"> ▶ Globally diversified investments P.33-34 ▶ Investment Business VOICEP.34 ▶ Reinforcement of our asset management business P.35-36 ▶ Financial Highlights P.39
5 Maximize Organizational Vitality	<ul style="list-style-type: none"> ▶ Corporate & Shared ServicesP.37 ▶ Digital innovationP.38 ▶ Diversity & inclusionP.38 ▶ Non-financial Highlights P.40

Initiatives for achieving the Medium/Long-Term Goals



Reduce GHG emissions
Net Zero by 2050

MABI Project

Leads the way in reducing GHG emissions from the AFF and food industries

To curb global warming, there is an urgent need to reduce greenhouse gas (GHG) emissions at every stage of the supply chain, from production to consumption. The AFF industries, which underlie The Norinchukin Bank's businesses, and the food industry beyond that, are no exception.

However, there is a major challenge in this effort: No realistic and practical method and standards have been established to calculate GHG emissions in the AFF industries in Japan. This means that, for example, crops produced by methods that help reduce GHG emissions and those produced by general methods are considered to have emitted the same amount of GHGs in the supply chain during the production process. This is a serious drawback for the AFF workers actively trying to reduce GHG emissions. Even if they are willing to spend money to reduce GHG emissions, their efforts are currently not properly accounted for, making it difficult for them to obtain objective evaluations from the outside and to pass on the costs in the sales price.

Therefore, in fiscal 2021, the Bank launched the "MABI Project" in collaboration with the National Agriculture and Food Research Organization and others to resolve issues in the agricultural and food industries. MABI stands for "Measurements of GHG in Agriculture and Better Implementation."

The project aims to provide solutions for calculating and reducing GHG emissions in the entire supply chain, with a focus on

the following three initiatives.

- Develop rules and tools to calculate emissions
- Set emission standards in production areas, visualize emissions in the supply chain, and develop and market low-carbon products
- Provide financial and non-financial services, including ESG loans, support for companies to calculate GHG emissions and consulting for producers

In each of these efforts, we are collaborating with agricultural corporations, trading companies and tech venture companies. The Suzunari case, where we offered support for the calculation of GHG emissions and the conclusion of an SLL contract, described on page 27, is one example.

Beyond these efforts, we see a different view of the AFF and food industries. For example, the new calculation rules for GHG emissions consider differences in production methods, and will therefore accelerate the spread of agricultural products made with less GHG emission methods, or low-carbon products. Such environment-friendly products will then be accepted by many consumers.

This is the kind of sustainable approach from the AFF and food industries that we aim to achieve with the MABI project.



Reduce GHG emissions
Net Zero by 2050

Platform for forest credits in collaboration with JForest

Sustainable forest management through CO₂ absorption trading

With the reduction of greenhouse gas (GHG) emissions an increasingly important issue, the government has launched the J-Credit Scheme, which promotes the introduction of renewable energy facilities and utilizes the characteristics of forests that absorb CO₂. The J-Credit Scheme certifies the amount of CO₂ absorbed through appropriate forest management as forest credits, which are purchased by companies and others to offset their GHG emissions.

The revenue generated through the J-Credit Scheme can be used for such purposes as forest maintenance by JForest members nationwide, which is expected to have the effect of realizing sustainable forest management. Therefore, in fiscal 2022, the Bank, in collaboration with JForest Zenmorien and OFFSET DESIGN JAPAN, launched the "FC BASE-C" platform for trading forest credits.

FC BASE-C provides support for JForest in its efforts to create and sell forest credits. The support services range widely from explanations of the scheme and simple calculations of CO₂ absorption to a contact function for applications to hold explanatory meetings and preparation of project plans, and we plan to expand the support to include intermediary services for credit purchases

and post-sale management. The Bank will continue to focus on expanding the business of forest credits in cooperation with JForest, thereby contributing to the realization of sustainable forest management.



The Norinchukin Bank is promoting various initiatives to achieve its Medium/Long-Term Goals, including those to “Reduce GHG emissions Net Zero by 2050” and “increase the income of farmers, fishermen and foresters.” Some recent examples are shown below.

A farm operated by Saladbowl, an agricultural corporation to which the Bank provided support for measuring GHG emissions



1 Infrastructure Development (Hardware)

- **Develop calculation rules in collaboration with research institutions**
Develop calculation rules for emission intensity for each reduction technology (method)
- **Support the development of calculation tools for agricultural corporations**
Develop tools jointly with ventures to reduce the burden on agricultural corporations in calculating GHG emissions

2 Environmental Improvement (Software)

- **Establish GHG emission standards for production areas**
For some products, a system is being developed to measure GHG emissions on the basis of production areas rather than individual producers. (The number of products covered by such a system would be gradually increased.)
- **Cooperate with downstream companies**
Visualize the amount of GHG emissions from the supply chain
Calculate GHG emissions from the food supply chain in cooperation with upstream and downstream companies
- **Trial sales of low-carbon products**
Support the development of low-carbon products and trial sales of those aimed at changing consumer behavior

3 Financial and Non-Financial Services

- **Provide ESG loans**
Concluded a sustainability-linked loan (SLL) agreement in December 2022 with an agricultural corporation
- **Support calculation of GHG emissions for business entities**
Provided calculation support for more than 30 entities
- **Provide sustainability consulting and GHG emission calculation support to producers**
Provided support for eight companies engaging in greenhouse horticulture, outdoor farming, and the livestock and fisheries industries



Consulting to leaders in the agricultural industry

Securing successors to “Inazumi Ume” production and processing by introducing a new cultivation method

“Inazumi Ume” is a species of *ume*, or Japanese plum, indigenous to Toyama Prefecture. Himi Inazumi Ume is a company established by a producer to process the *ume* into *umeshu* (plum wine), *umeboshi* (pickled plums) and other products. The Bank’s Toyama Branch has been providing consulting services to the company since fiscal 2021, identifying such issues as a labor shortage during the peak season, aging employees and low recognition among younger generations.

To solve these issues, the Bank, together with local JA, proposed the introduction of “Vshaped trimmed tree cultivation method” to be promoted in collaboration with the prefectural government’s Agriculture and Forestry Promotion Center. This cultivation method, the first of its kind in Japan for *ume*, reduces the height of trees to about 3 meters and triples the number of trees per unit area, thereby reducing the workload, increasing yields and shortening the period between planting and harvesting.

In fiscal 2022, the Bank coordinated a joint effort to plant *Inazumi ume* trees with the “Vshaped trimmed tree cultivation method” between local high school students in the Agricultural Science Course and Himi Inazumi Ume. The goal is to promote awareness of the *Inazumi ume* brand and the highly productive new cultivation

method, thereby creating fans and successors of *Inazumi ume* among younger generations.

The distinctive feature of the consulting to leaders in the agricultural industry is that it grasps the actual business situation; visualizes issues through financial and income/expense analyses and interviews with business managers; and proposes solutions (improvement measures) that only a member of the JA Group could offer. JA, JA Shinnoren and the Bank have been working together to provide this service, and the number of cases conducted annually surged from 186 in fiscal 2021 to 301 in fiscal 2022.

